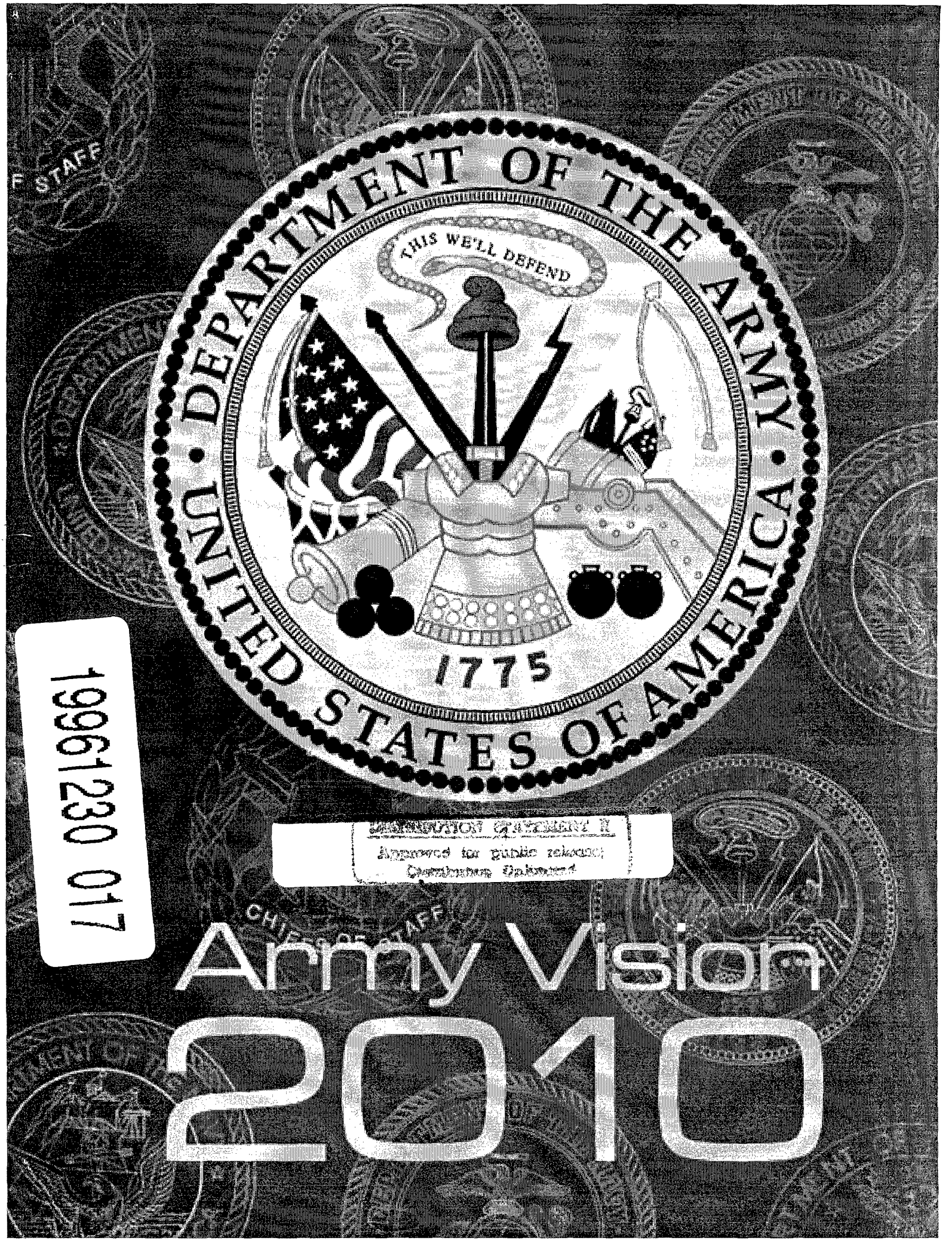
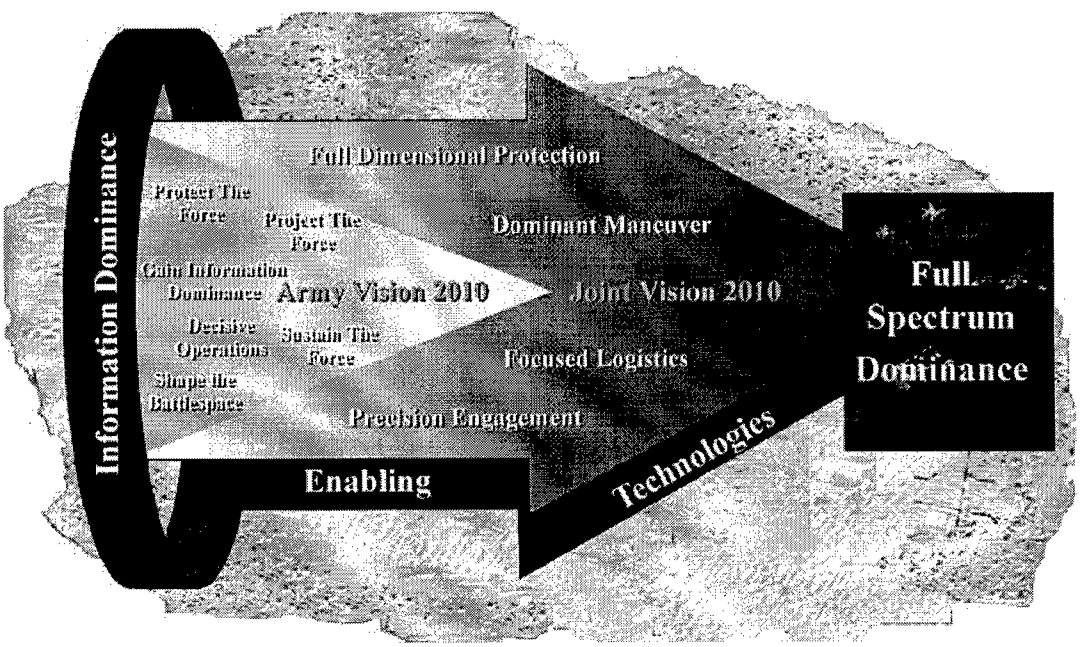


INTRODUCTION

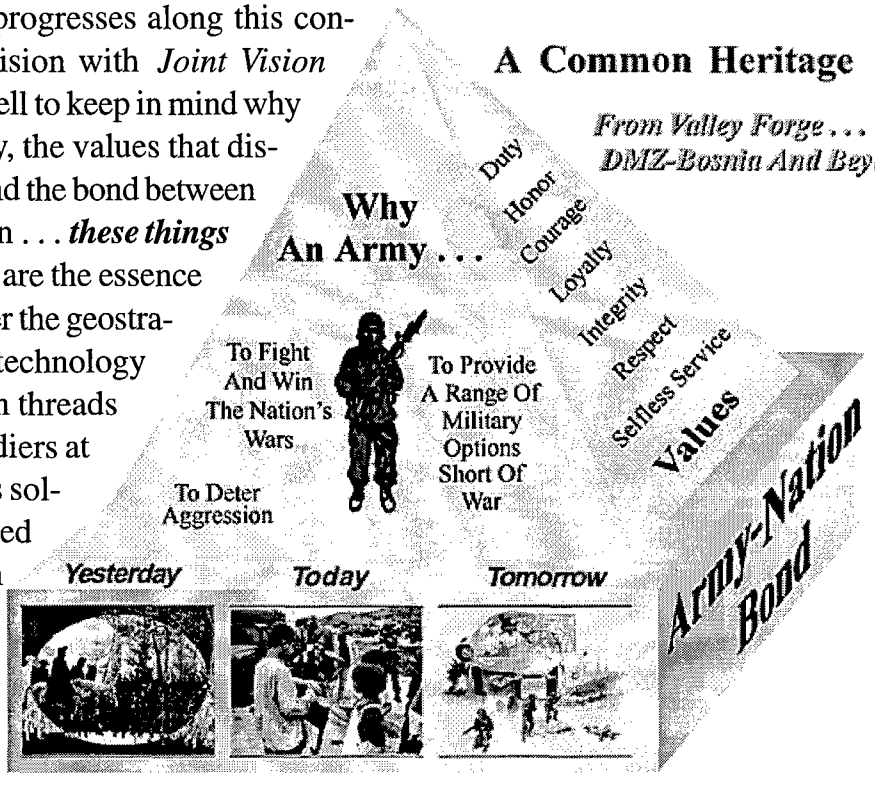
Army Vision 2010 is the blueprint for the Army's contributions to the operational concepts identified in *Joint Vision 2010.* It is the conceptual template for how the ***United States Army*** will channel the vitality and innovation of its soldiers and civilians and leverage technological opportunities to achieve new levels of effectiveness as the ***land component member of the joint warfighting team.***

Joint Vision 2010 provides a coherent view of the future and the implications for joint operations expressed in terms of emerging operational concepts. ***Army Vision 2010*** focuses on the implications of that environment for the fundamental competency the Army contributes to joint operations—***THE ABILITY TO CONDUCT PROMPT AND SUSTAINED OPERATIONS ON LAND THROUGHOUT THE ENTIRE SPECTRUM OF CRISIS.*** It identifies the operational imperatives and enabling technologies needed for the Army to fulfill its role in achieving ***full spectrum dominance***.



Army Vision 2010 also serves as a linchpin between Force XXI, the Army's ongoing process to manage change and advance into the 21st Century with the most capable Army in the world, and the Army After Next (AAN), the Army's emerging long-term vision. It is the necessary and intermediate objective en route to the next generation of strategies, soldiers, structures, and systems. While ***Army Vision 2010*** strives to visualize developing concepts and technologies to improve capabilities circa 2010, the AAN process stretches to conceptualize the geostrategic environment 30 years into the future. Force XXI, ***Army Vision 2010***, and AAN work collaboratively to identify the types of capabilities and areas of technology applications that will accommodate their respective environments and the implications for Doctrine, Training, Leader Development, Organization, Materiel, and Soldiers. ***Force XXI***, ***Army Vision 2010***, and ***AAN*** establish a continuum of orderly change, assuring a disciplined approach to meeting the challenges of an uncertain future and maximizing the innovativeness of the military, academia, and industry.

As the Army progresses along this continuum, aligning its vision with *Joint Vision 2010*, it will serve us well to keep in mind why the Nation has an army, the values that distinguish our soldiers, and the bond between the Army and the Nation . . . ***these things will not change***. They are the essence of our being, and neither the geostrategic environment nor technology will break the common threads that tie yesterday's soldiers at Valley Forge to today's soldiers on the demilitarized zone in Korea, or in Bosnia, or elsewhere around the globe, to tomorrow's soldiers in the 21st Century.



Ties Yesterday's Soldiers to Tomorrow's

WHY AN ARMY - YESTERDAY, TODAY, AND TOMORROW

To Fight and Win the Nation's Wars

The power to deny or to destroy is possessed by each of the military Services. The contribution of land forces to the joint warfight is the power to exercise direct, continuing, and comprehensive control over land, its resources, and its peoples. ***It is this direct, continuing, and comprehensive control over land, resources, and people that allows land power to make permanent the otherwise transitory advantages achieved by air and naval forces.***

To Provide a Range of Military Options Short of War - Military Operations Other Than War (MOOTW)

Land forces perform important, and largely unique, functions besides denial and destruction. Because of their versatility, they are distinctly capable of making contributions in a sustained and measured way across the broadest array of national requirements.

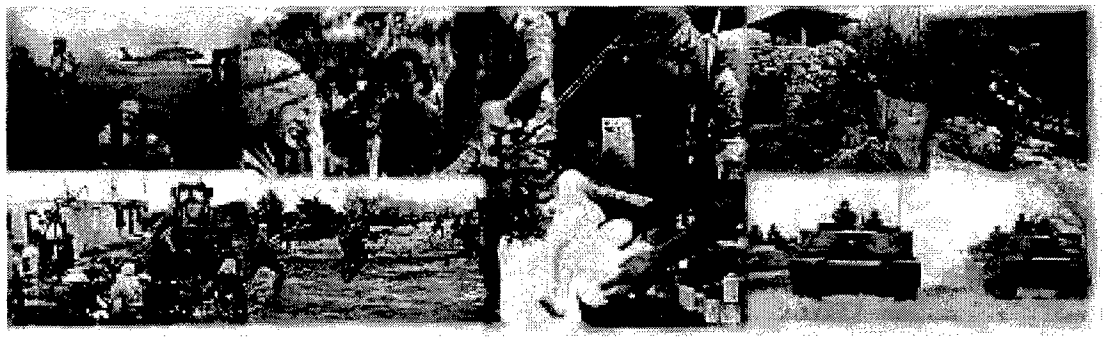
Primary among these contributions is the role land forces play in support of ***preventive defense***. Through peacetime engagement, land forces are active and dominant players in preventive defense activities ranging from nation building to military-to-military contacts. Through their presence, they provide a unique capability to impart American/democratic values as they interact with nations' armies and peoples to favorably shape the world environment and help keep potential dangers to our security from becoming full-blown threats.

They are the force that protects and controls populations, restores order, and facilitates the transition from hostilities to peace. It is through this dimension of influence that the land force component, the Army, serves to strengthen the Nation's position in security and foreign policy, in negotiating treaties, in dealing with foreign governments, and in establishing alliances.

The land component is also the force of choice to respond to natural and man-made disasters, assist communities during civil disturbances, and perform civic action/nation-building projects as required. ***In a dynamic and unpredictable geostrategic environment, the U.S. Army provides a full range of choices to the Nation and a hedge against uncertainty—a unique asset, a national asset.***

To Deter Aggression

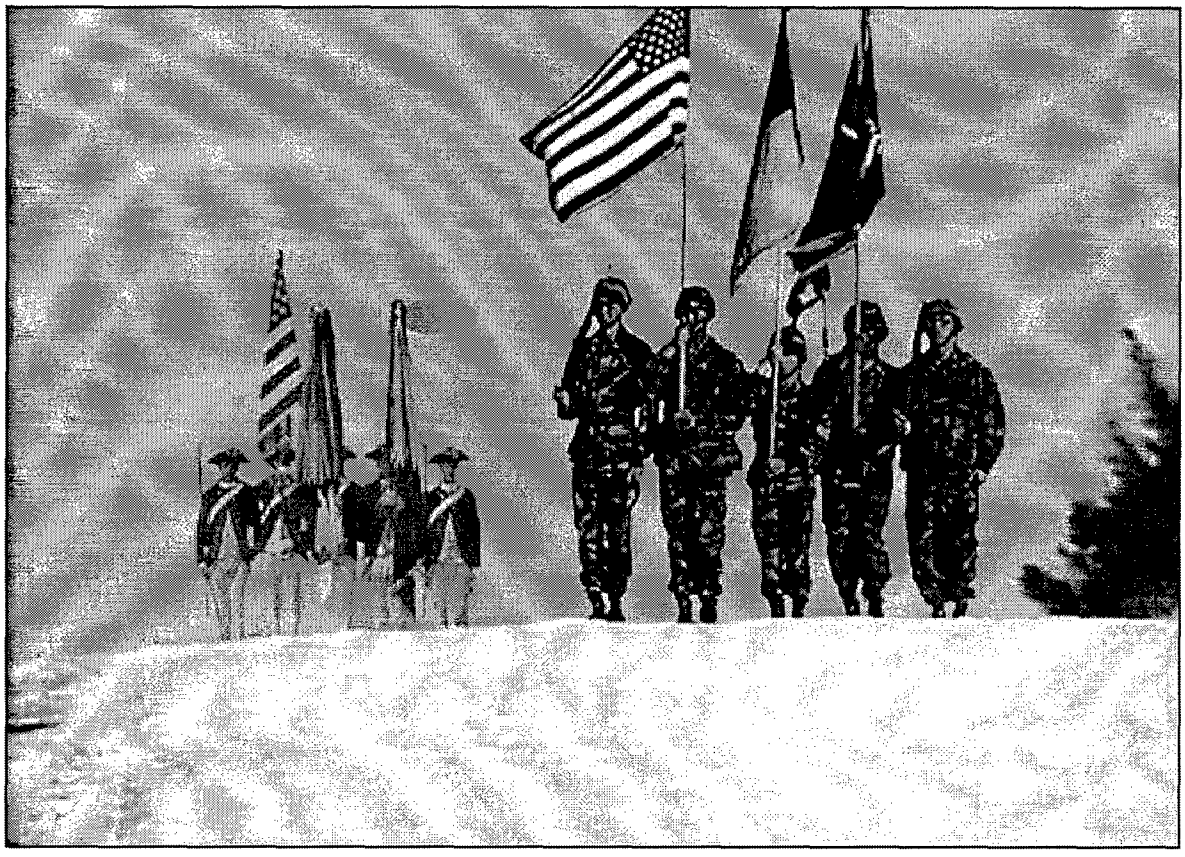
The threat of employing fully trained, highly motivated military forces equipped with modern, powerful warfighting systems serves as a credible deterrent to adversaries who might otherwise perceive the risk of conflict worth the spoils of war. The forward stationing of land forces on foreign soil identifies regions of U.S. vital interests and signals the highest degree of commitment that these interests will be protected. ***The deployment of military forces in times of crisis commits the prestige, honor, and resolve of the Nation. The deployment of land forces is the gravest response that can be made, short of war, to demonstrate the national will to prevent conflict.***



Full Spectrum Dominance

THE ARMY'S ENDURING VALUES YESTERDAY, TODAY, AND TOMORROW

The Army is more than an organization, it is an institution with a unique and enduring set of values. The Army instills these values in its soldiers and civilians, the men and women who are the Army. The terms the Army uses to articulate its values—honor, integrity, selfless service, courage, loyalty, duty, and respect—inspire the sense of purpose necessary to sustain soldiers in combat and help resolve the ambiguities of military operations where war has not been declared. Leaders of character and competence live these values. They build an Army where people do what is right, treat others as they themselves want to be treated, and can be all they can be.



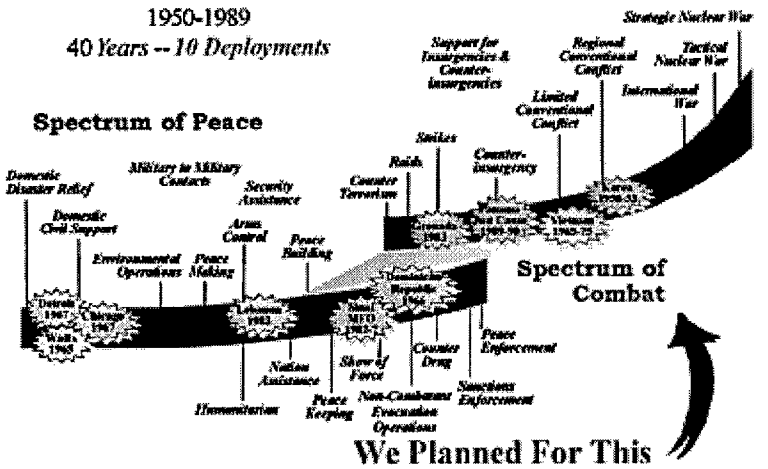
THE ARMY-NATION BOND YESTERDAY, TODAY, AND TOMORROW

Committing the Army commits the Nation. Committing the United States Army makes a strong statement that friends and adversaries alike cannot misinterpret. No other single gesture so clearly demonstrates the ultimate commitment of the U.S. to a particular outcome as placing American soldiers in harm's way. The Army's strength always has been, and always will be, the American soldier. Soldiers are the Army. The Army makes the most significant investment it can make to the Nation's security by properly training, equipping, and supporting our soldiers.

The Geostrategic Environment and Its Implications for Land Forces

The Land Force - The Versatile Force

With the end of the Cold War, a prominent theory arose that there would no longer be a need for large land forces, that power projection and national military strategy could primarily be carried out through precision strikes using technologically advanced air and naval forces. This "standoff" approach would reduce the level of U.S. involvement and commitment and thus the requirement for large land forces. Reality proved that theory to be invalid.



During the 40 years from 1950 to the collapse of the Soviet Union, the Army conducted 10 notable deployments.

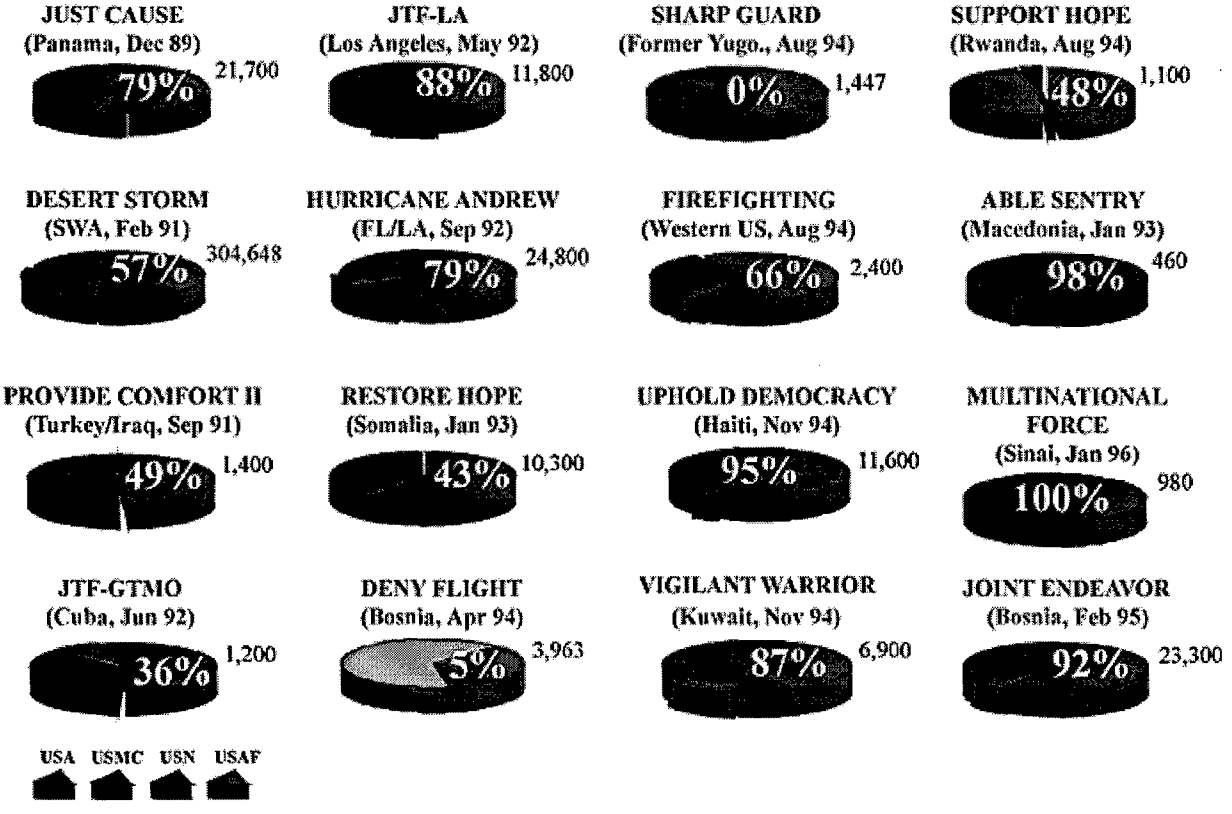
Since 1990, in the short span of six years, we have deployed 25 times—an increase in missions by a factor of 16. This new paradigm reflects the significance of land forces in supporting the National Security Strategy of engagement and enlargement.

"Peace is not only better than war, but infinitely more arduous."
George Bernard Shaw

What will the future hold . . . ? The significance of land power as the force of decision will continue to rise for several reasons. First, most future operations will occur on the lower and middle portions of the continuum of military operations ranging from disaster relief to global war, where land forces provide unique and essential capabilities, the most options, and the most useful tools. These types of operations require the commitment of U.S. land forces to establish leadership and to enable our allies and coalition partners. They call for soldiers on the ground, directly interfacing with the civilians and/or military involved in the crisis. Should the Nation's military be called to take on additional, nontraditional missions in support of a broadened National Security Strategy, the utility of land forces will increase even more.

The second reason for the rise in significance of land forces is their direct relevance to the National Military Strategy's strategic enablers: overseas presence and power projection. Without a doubt, all Services fulfill critical functions in support of these two enablers; however, two unique characteristics apply to land forces. First, they provide the most visible, sustained foreign presence—on the ground, 24 hours a day, person-to-person . . . cooperating, sharing risks, representing America. Second, as illustrated in the accompanying chart, ***land forces not only provide the most flexible and versatile capabilities for meeting CINC force requirements, from humanitarian assistance to combat operations, but constitute the highest percentage of the committed joint force.***

Role Of The Army In Joint Operations



Third, land forces are important to the U.S.'s international credibility. The recent past provides a convincing example in the NATO deployment to Bosnia. Recognizing the substantial participation of U.S. air and naval forces over the past three years to support the naval blockade, air supply operations, and a no-fly zone in the Balkans, ***the NATO peace plan ultimately required a large, visible contingent of U.S. ground troops.***

Fourth, U.S. land forces are most suitable for supporting the military's contribution to peacetime engagement and interaction with foreign military forces. ***The overwhelming majority of military forces throughout the world are predominantly armies.*** Few countries have the need or resources to maintain significant air or naval forces. Military engagement in these countries normally means army-to-army contact. Moreover, we see this phenomenon gaining importance. As former army officers ascend to key positions in their national leadership structures, the Army's cooperative ties will increase in significance and continue to provide U.S. leadership with valuable contributions to international engagement.

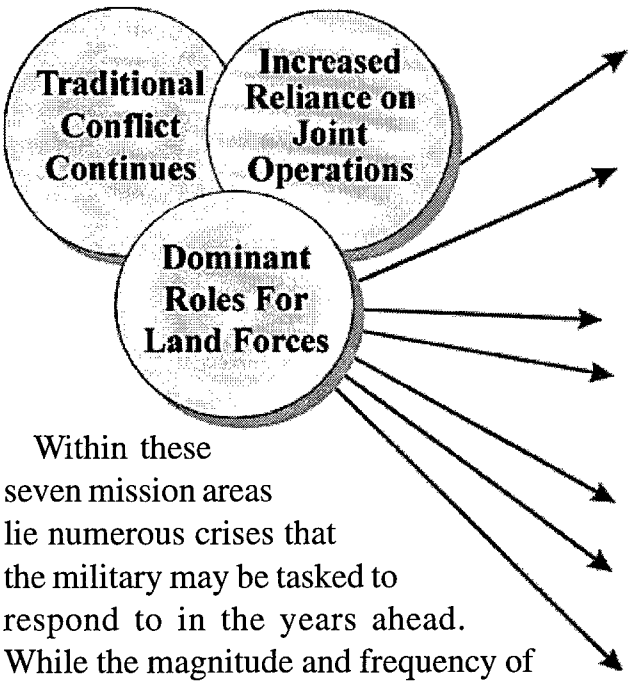
However, while cognizant of the increased demand for land forces at the lower end of the contingency spectrum in the near term, we must remain vigilant of the fundamental role of the Army—to fight and win the Nation's wars as the land component of the joint force.

While the threat of global war may be diminishing, the world continues to be a dangerous place, especially in those regions where traditional conflict is an acceptable means of achieving national interests, specifically the Euro-Middle East and the Asian Arc regions. Within each of these regions lie numerous nation states on their way to participating democracies and/or advanced economies. In this "transitional zone," the inherent instability in the region could evolve into actual war as once dominant states perceive an unfavorable shift in power relative to their neighbors. These states, while less capable militarily than wealthy democracies, have access to the most advanced military technology. This phenomenon creates a new danger in the future, i.e., conflict with a nation having a very sophisticated and asymmetric capability.

The motivations and prosecution of these wars will be varied. In the Euro-Middle East region (west of the Urals to the Persian Gulf to the North Atlantic), oil and radical fundamentalism serve as potential catalysts to armed conflict and will continue to do so into the foreseeable future. In the Asian Arc region (stretching from Petropavlosk to India/Pakistan), resides one half of the world's population. In that region the shortage of food and arable land will pose increasingly demanding challenges in the next century. China alone has 1.2 billion people, making the U.S. population, by comparison, "right of the decimal point." Here also, war will continue to be viewed as a viable means of achieving or protecting their national interests. The conduct of war will be equally dissimilar. The general nature of combat notwithstanding, the very essence of conflict prosecuted by nations in the Asian Arc region is unlikely to be the same as that prosecuted by nations in the Euro-Middle East region. Disparate cultures, terrain, and climates will drive significant differences in their force structures, tactics, and warfighting strategies.

Collectively, the geostrategic environment, the near-term increased demand for operations on the lower end of the spectrum of crisis, and the continuing requirement to prepare to win the Nation's wars suggest a redefinition of general missions for the military. These missions can be categorized into seven general areas: Defending or Liberating Territory, Punitive Intrusion, Conflict Containment, Leverage, Reassurance, Core Security, and Humanitarian.

Redefining Missions . . . In A Changing World



Within these seven mission areas lie numerous crises that the military may be tasked to respond to in the years ahead. While the magnitude and frequency of these crises are unpredictable, it is certain that the full spectrum of Army capabilities will be required to contribute to each of these general missions at some time in the next century.

Full Spectrum Capabilities

Missions	Required Army Capabilities
»Defending or Liberating Territory	
MRC	HVY/LT/SOF
LRC	HVY/LT/SOF
»Punitive Intrusion	
Counter Drug	LT/SOF/TECH
Counter Terrorism	LT/SOF
Counter Proliferation	SOF
»Conflict Containment	
MOOTW	HVY/LT/SOF
»Leverage	
TMD	TECH
Space Applications	TECH
C4I Systems Integration	TECH
Battlefield Awareness	TECH
»Reassurance	
Presence	HVY/LT/SOF
»Core Security	
NMD	TECH
Counter Drug	HVY/LT/SOF/TECH
Illegal Immigration	LT/SOF
Crime in the Streets	LT/SOF
»Humanitarian	
Disaster Relief	LT/SOF
Population Evacuation	HVY/LT/SOF
Refugee Protection	HVY/LT/SOF
Cooperation, Exchanges, & Training	HVY/LT/SOF

Technology will also play a unique role in defining capabilities as we look to the future. Consequently, we must continue to leverage the superiority of the U.S. industrial base and maintain a decisive advantage across the full range of these mission areas. While at the moment we have technological superiority, advanced warfighting capabilities are available to any nation with the means to procure them. Not coincidentally, the most active customers lie in the "transitional zone."

IMPLICATIONS

- We must have a military capable of deterring or defeating an emerging competitor.
- A regional focus is required for rapid response to crises in the "transitional zone," where the Nation's vital interests are most at risk.

- The frequency of demands for land forces will increase as the Army is called upon to support peacetime engagement activities, i.e., multilateral military exercises, training, military-to-military exchanges, as well as crises on the lower end of the continuum, e.g., humanitarian relief, peacekeeping, peacemaking, etc.
- Technology will play an important role in enabling full-spectrum operations.

These implications suggest two primary axes: a regional focus for the traditional role of our Army and a balanced force mix to ensure "full-spectrum capability" to execute the roles and missions most likely to be levied on land forces as we enter the next century. Each of these axes will require leveraging technology to ensure swift victory with minimal casualties across the continuum of crisis.

Army Vision 2010 provides the directional azimuth for these parallel axes and assists in sizing, organizing, and equipping the Army, and in developing the doctrine for land force operations in support of *Joint Vision 2010.* Leader development and training programs will be continually refined to keep the Army prepared to execute these full-spectrum operations as the force of decision.

THE WAY AHEAD

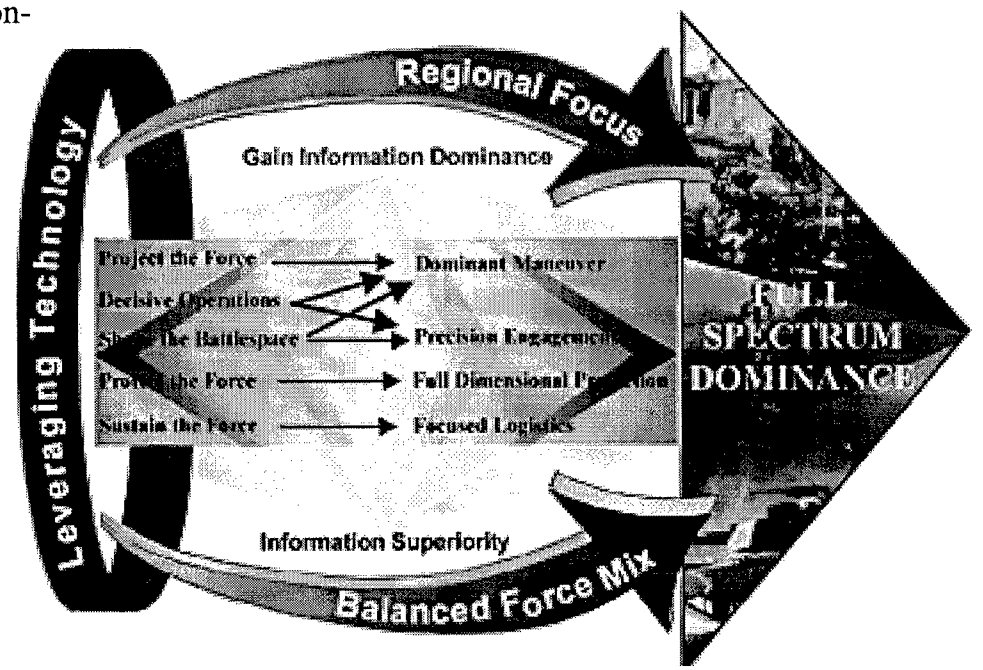
Historically, we have not had the exact Army we needed when we needed it. Still, we were never truly wrong because we built an Army with a core set of capabilities and infused it with the agility and flexibility to adapt to domestic or international demands as they arose. The future will demand more . . . the modality of agility will be even more essential to our ability to adapt to a dynamic strategic environment. We will need to continuously leverage technology to ensure our force has the requisite advantage to preclude conflict if possible, but to win decisively if necessary, and to leverage the capabilities of our allies and coalition partners. In the aggregate, we must "lighten up the heavy forces and heavy up the capabilities of the light forces." Ultimately, ***we must always be assured of victory and certain we will never be forced to negotiate from a position of weakness.***

At the very heart of this strategy is our continuing commitment to a Total Quality Force. The challenging global security environment, the complexity of emerging technologies, and the diverse missions being assigned to ***the Army will require men and women of intelligence and dedication, in the active and reserve components***, who are able to adapt quickly to the missions at hand. Reductions in the active force have made the reserve component even more essential to meeting the Nation's needs across the full spectrum of operations, from disaster relief to war. They are equal partners in meeting the challenges of the 21st Century and must be trained and equipped with modern, compatible equipment to perform assigned missions with their active duty counterparts and coalition partners. Consequently, maintaining quality soldiers and civilians throughout the Total Force is our top priority. To sustain the essential contributions soldiers and civilians make, quality of life programs, a steady flow of promotions, and schooling opportunities must continue throughout their careers.

As we move into the 21st Century, we will remain true to our heritage. At the same time we will adapt our doctrine, force structure, modernization program, training, and leader development to accommodate the evolving world environment and ensure Army capabilities are integrated with those of other Services and our allies to achieve maximum operational effectiveness. We will move toward ***Army Vision 2010*** with a common view of the future. The geostrategic environment and *Joint Vision 2010* provide the construct for that common view and the guideposts to the 21st Century.

Achieving Full-Spectrum Dominance

Land component operations in 2010 will be fully integrated with those of joint, multinational, and nongovernmental partners. Recent experience reminds us that Army operations have never been and will never be independent. From initial mission receipt through deployment, operations, and transition to follow-on operations, Army elements will execute their responsibilities through a deliberate set of patterns of operation. These patterns are not phases, nor are they sequential. They serve to focus the many tasks armies have always performed in war and other military operations. The patterns are: Project the Force, Protect the Force, Shape the Battlespace, Decisive Operations, Sustain the Force, and Gain Information Dominance. Five of these patterns of operation align precisely with the *Joint Vision 2010* operational concepts of Dominant Maneuver, Precision Engagement, Focused Logistics, and Full Dimensional Protection. The sixth, Gaining Information Dominance, is fundamental to each of the other five Army patterns of operation as well as each of the operational concepts in *Joint Vision 2010*. The succeeding paragraphs identify the interrelationship between the Army's patterns of operation and the operational concepts in *Joint Vision 2010,* as well as the enablers and technologies the Army will pursue to fulfill its role in achieving ***full-spectrum dominance*** as the land component member of the ***joint team***.

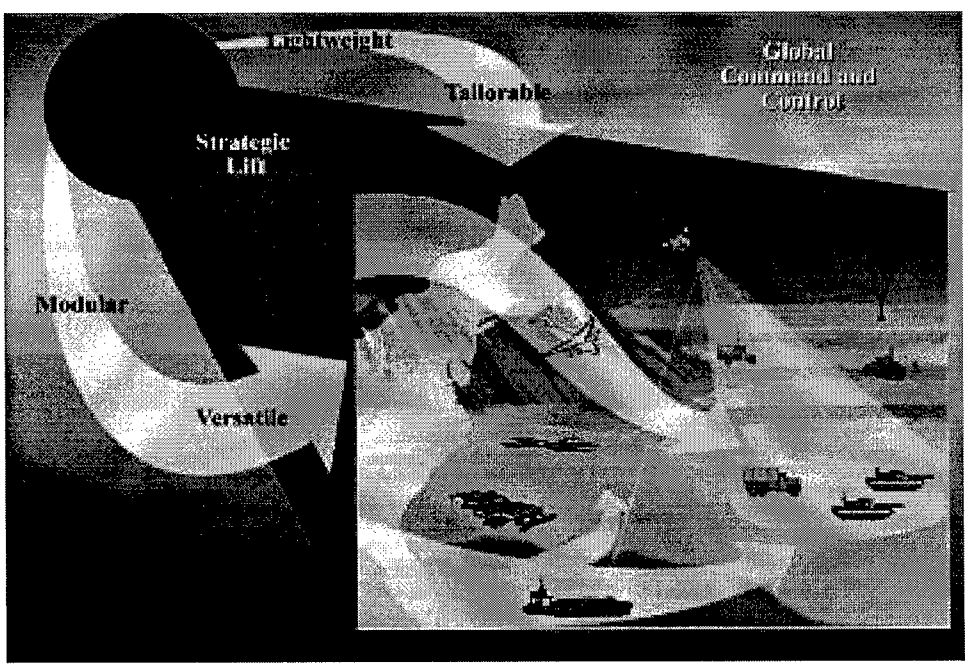


Army Vision 2010 Enables Joint Vision 2010

Dominant Maneuver will be the multidimensional application of information, engagement, and mobility capabilities to position and employ widely dispersed joint air, land, sea, and space forces to accomplish assigned operational tasks.

For the land component, dominant maneuver consists of two elements: strategic and operational. Strategic maneuver equates to the Army's requirement to ***project the force.*** It initiates the process of creating an image in the mind of an adversary of an unstoppable force of unequaled competence. American land forces will begin this process of moral domination from points of embarkation around the world just as surely as winning forces have done throughout history. Time and distance change the geometry, but the principles and effects of simultaneity are the same.

Augmented with critical equipment pre-positioned where the need is most likely, air and naval components of the joint force will commence transport of a versatile, tailorable, modular Army within hours of the decision to deploy. This ***power projection force*** will be equipped with lighter, more durable, multipurpose warfighting systems, thus reducing the amount of lift required, as well as the size and complexity of the logistics tail needed to sustain the force.



Strategic Maneuver Equates to Project the Force

Concepts

- **Rapid Tailoring**
- **CONUS-based... Rapidly Deployable**
- **Pre-positioned Equipment & Forward Presence**
- **Deploy Directly to Combat**
- **Part of Joint / Combined / Interagency Force**

Enablers

- **Modular Organization**
- **Equipment Pre-positioned**
- **Army War Reserve Pre-positioned Stock**
- **En Route Battle Command & Mission Rehearsal**
- **Total Asset Visibility**
- **Joint, Lethal, Early Entry Forces**
- **Global, Broadcast Network**
- **Strategic Lift**

Technologies

- **Global Cellular Communications**
- **Smart Pagers**
- **Intelligence Preparation of the Battlefield (IPB) En Route**
- **Lighter Materials**
- **Simulations**

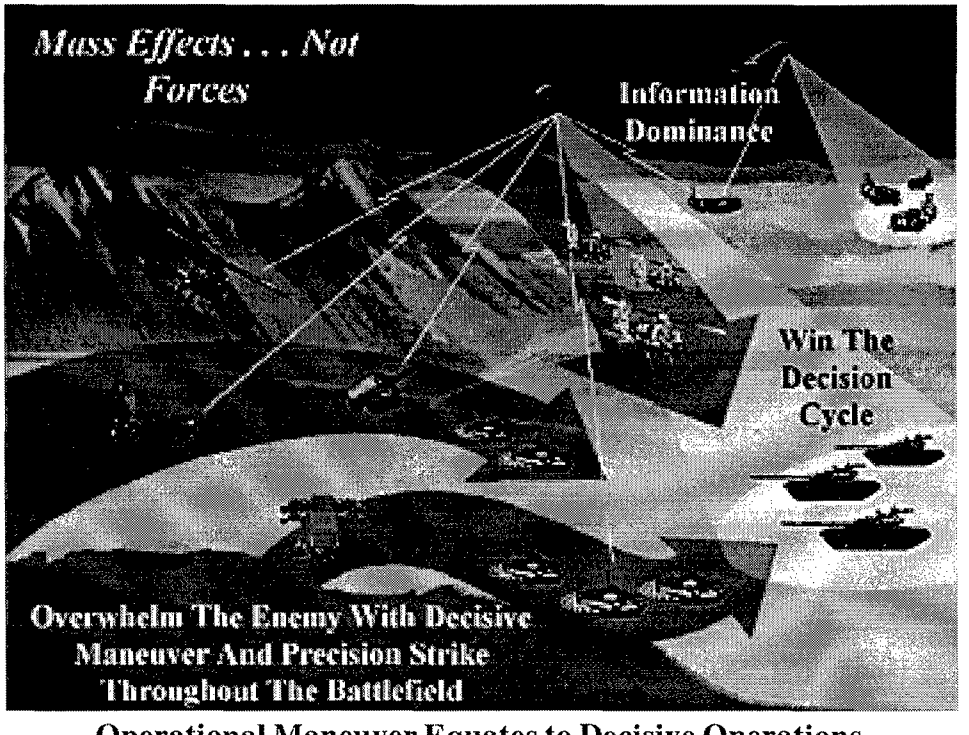
Operational maneuver, the other element of dominant maneuver, equates to ***decisive operations***. Decisive operations force the enemy to decide to give in to our will. They are inextricably linked to shaping the battlespace and precision engagement in that ***decisive operations*** are vastly enhanced by the precision fires, precise information, and precise detection capabilities inherent to precision engagement. In combat operations, decisive operations are defined in terms of victories in campaigns, battles, or engagements. In other military operations, decisive operations are defined in terms of accomplishing the military objectives (free elections in Haiti or the absence of war in Bosnia are examples). Within the patterns of operation, decisive operations are the means of achieving success. The Army, armed with situational understanding, will conduct decisive operations by positioning combat power throughout the battlefield. ***This unique capability—to exercise direct, continuing, and comprehensive control over land, its resources, and people—is the essence of the Army's contribution to the joint force in winning the Nation's wars.***

Concepts
- **Mass Effects, Not Forces**
- **Simultaneous, Brief, Violent Attacks in Multiple Directions**
- **Attack-Disengage-Reorganize-Reattack**

Enablers
- **Battle Command on the Move**
- **Information Dominance**
- **Lethality at Extended Ranges**
- **Precision Systems & Munitions**
- **Simultaneous Application of Joint Capabilities**
- **Mobility, Speed, Agility**

Technologies
- **Stealth**
- **Manned Sensors**
- **Unmanned Sensors**
- **Advanced Avionics**
- **High-Speed Vehicular Mobility**
- **Information Warfare Technologies**
- **Horizontal Technology Integration**
- **Digitization**
- **Simulations**

Modern technologies will exploit situational understanding phenomena to enable tailored, still undefined combat organizations to task organize quickly and fight dispersed with extraordinary ferocity and synchronization. Fused inputs from manned and unmanned sensors (including satellites) will provide unprecedented battlefield situational understanding to depths well beyond the horizon. Significant advances in avionics, weaponry, vehicle mobility, stealth, survivability, and communication technologies will make the land force truly the force of decision on the 21st Century battlefield.

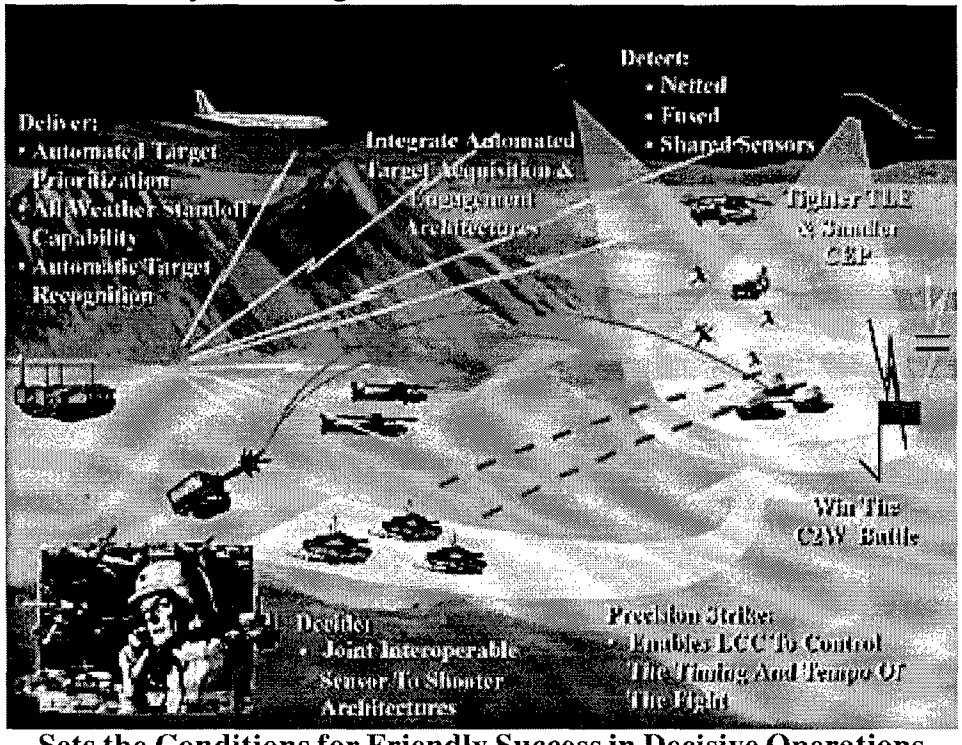


Operational Maneuver Equates to Decisive Operations

Precision engagement will consist of a system of systems that enables joint forces to locate the objective or target, provide responsive command and control, generate the desired effect, assess the level of success, and retain the flexibility to reengage with precision when required.

Shaping the battlespace sets the conditions for success—it is directly linked with decisive operations. Together they allow the force to overcome the enemy's center of gravity and result in the total takedown of an opponent. For land forces, shaping the battlespace is far more than precision strike which, as a lone function, is nothing more than 21st Century attrition warfare. ***Shaping the battlespace is the unambiguous integration of all combat multipliers***—feints, demonstrations, limited attacks, command and control warfare (C2W), mobility/countermobility, deception, and all available fires—with the scheme of maneuver to achieve simultaneity and thus overwhelm the enemy. It sets conditions in terms not only of what we do to the enemy, but also how we posture the friendly force and take advantage of the operational environment (terrain, weather, and infrastructure).

Shaping the battlespace begins with early Intelligence Preparation of the Battlefield (IPB). IPB supports identification of the enemy's main effort and enables the Land Component Commander (LCC) to ***Decide*** on those high-value targets that will facilitate his scheme of maneuver, prioritize and sequence collection assets to ***Detect*** and track those targets, and assign the appropriate weapon system to ***Deliver*** the correct munitions to destroy those targets where and when he chooses.



Sets the Conditions for Friendly Success in Decisive Operations

Concepts

- **Dominate Expanded Multidimensional Battlespace**
- **Simultaneity**
- **Destroy Enemy Key Capabilities & Freedom of Action Early**
- **Preserve Friendly Freedom of Action . . . Create Windows of Capabilities Overmatch**
- **Influence Enemy Perceptions**

Enablers

- **Dynamic Obstacles**
- **Sensor-Shooter Links**
- **Simultaneous Application of Joint Capabilities**
- **Increased Lethality at Extended Ranges**
- **Precision Systems and Munitions**
- **Demonstrations and Feints, Psychological Operations (PSYOPS), Media Relations, Deception**

Technologies

- **Artificial Intelligence (AI) Algorithms**
- **Signature Cataloging**
- **Combat ID**
- **Onboard Sensor Processing**
- **Brilliant Munitions**

Shaping the battlespace will be facilitated primarily by sharing "real time" information among all Services, allies, and coalition partners. This process will be accomplished by effectively exploiting information age technologies that permit: isolating, tagging, and tracking of the most fleeting enemy forces and targets with precision; processing and fusing multiple sources of information from all involved components; and employing the proper force, munitions, or energy before the target is lost. Immediate and accurate battle damage assessment will facilitate re-engagement. As future joint forces combine processes to make virtually any enemy force or target accessible, other technologies will enhance the intelligence and precision of the weapons used to engage them.

PROTECT THE FORCE — FULL DIMENSIONAL PROTECTION

Full Dimensional Protection will be control of the battlespace to ensure our forces can maintain freedom of action during deployment, maneuver, and engagement while providing multilayered defenses for our forces and facilities at all levels. This concept has global implications for the joint force. To achieve a multilayered, seamless architecture of protection from the full array of enemy weaponry and electronic systems in both strategic and operational environments, all components of the joint force must evolve concepts and technologies which can be easily coordinated and synchronized.

Concepts

- **Avoid Detection - Prevent Acquisition - Avert Hits - Survive Hits**
- **Dispersed Operations**
- **Early Warning & Counter Reconnaissance**
- **Enhanced Limited Visibility Operations**

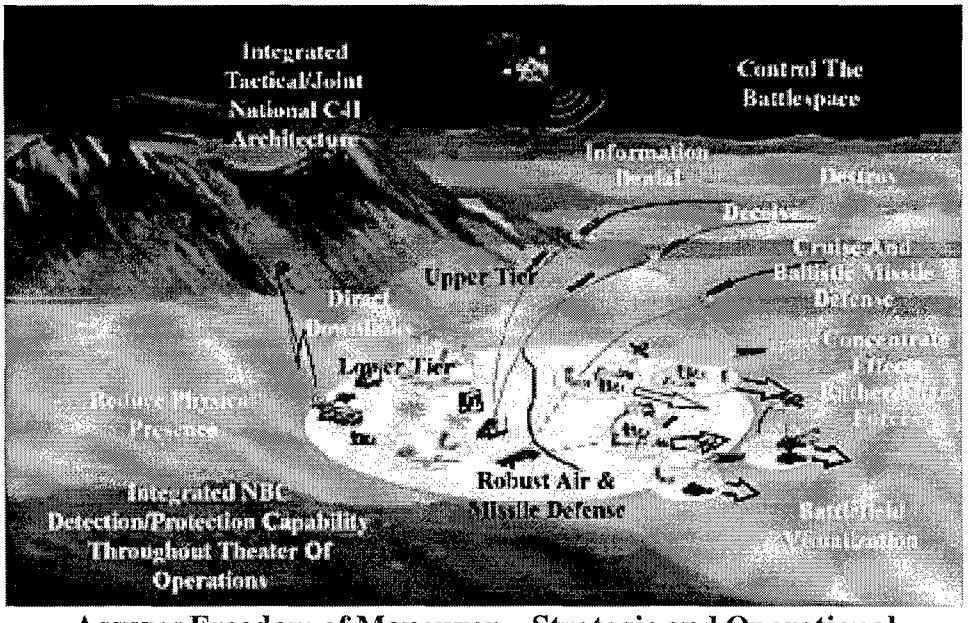
Enablers

- **Improved Ballistic Protection**
- **Multidimensional Joint Air & Missile Defense**
- **Common Situational Awareness**
- **Real Time Intelligence... Vertical & Horizontal Distribution**
- **Speed, Agility, Long Range Weapons**

Technologies

- **Advanced Soldier Technologies**
- **Chemical & Biological Protection Ensembles**
- **Reduced Signature Enhancements**
- **Situational Understanding**
- **Advanced Identification Technologies**

The Army's approach to force protection will be a holistic one, applying organizational, materiel, and procedural solutions to the challenge of protecting soldiers, information, and equipment across the full spectrum of operating environments. It will complement the capa-



Assures Freedom of Maneuver—Strategic and Operational

bilities of the other components to assure the joint force freedom of strategic deployment, lodgment, expansion, and maneuver without surprise or significant disruption by any enemy force. These capabilities will include an array of fused sensors and area defenses to protect critical, high-value operational and strategic assets from enemy air, land, and sea attack.

To ***protect the force***, the Army will rely on a technically advanced, operationally simple network of multicomponent intelligence sources capable of detecting and locating forces, active and passive obstacles, in-flight aircraft, ballistic and cruise missiles and their launch sites, chemical and biological agents, electronic jamming sources, and a host of still-developing threats. Missile system technologies, to defeat both air-to-surface and surface-to-surface systems, will be leveraged to enable successful engagements at ranges sufficient to provide multiple shot opportunities well before the defended areas are penetrated. Hit-to-kill technologies will neutralize chemical or biological warheads over enemy territory. Manned and unmanned platforms will contribute to the weave of sensor and weapon capabilities so that the reach of full dimensional protection can extend far beyond the horizon. Significantly more sensors will provide refined information to even more elements at lower echelons, enhancing total force situational understanding, enabling greater dispersion, and minimizing the risk of fratricide.

Advanced technologies will provide vastly improved personal armor, chemical and biological protection ensembles, and reduced signature enhancements. Many of those concepts and technologies developed to support dominant maneuver will also contribute to protecting the force.

Both at home and abroad, the Army will contribute to the strategic defense of the United States. Fitting into a detection and command and control architecture with the air and sea components, the Army will provide the teeth of the missile engagement capability, to protect the U.S. land mass against its most serious external threat—missile attack.

SUSTAIN THE FORCE — FOCUSED LOGISTICS

Focused logistics will be the fusion of information, logistics, and transportation technologies to provide rapid crisis response, to track and shift assets even while en route, and to deliver tailored logistics packages and sustainment directly at the strategic, operational, and tactical level of operations.

For the Army, focused logistics will be the fusion of logistics and information technologies, flexible and agile combat service support organizations, and new doctrinal support concepts to provide rapid crisis response to deliver *precisely* tailored logistics packages directly to each level of military operations.

Technology, once again, will be a great enabler of the concept of focused logistics. Smaller fighting elements with easily maintainable equipment, made of more durable materials which share repair-part commonality among component-specific equipment and equipment in other components, will significantly reduce the volume and complexity of the resupply system. Precision weapons with increased lethality and survivability and fuel-efficient systems will

generate reductions in demands on the sustainment infrastructure. Advanced business solutions for inventory control, materiel management and distribution, transportation and warehousing, and automatic cross-leveling and rerouting will greatly expand current Army Total Asset Visibility and Objective Supply Capability concepts. Semiautomatic, built-in diagnostic sensors will anticipate failure and initiate resupply or replacement activities before failures occur.

Concepts

- **Anticipatory Logistics & Personnel Support**
- **Split-based Operations**
- **Sustained Tempo**
- **Enhanced Throughput Operations**
- **Velocity Management**
- **Battlefield Distribution System**
- **Total Asset Visibility**
- **Objective Supply Capability**

In the same way that built-in weapon system situational understanding software will be used to train combat crews, the situational understanding logistical network will enable suppliers to train, and will be used to "war game" operations so that supply analysts can develop alternatives and test logistics plans before operations occur. A vast array of advances in human support and medical care technologies, including "internet triage" and "telemedicine," will greatly enhance the survivability of all members of the joint force.

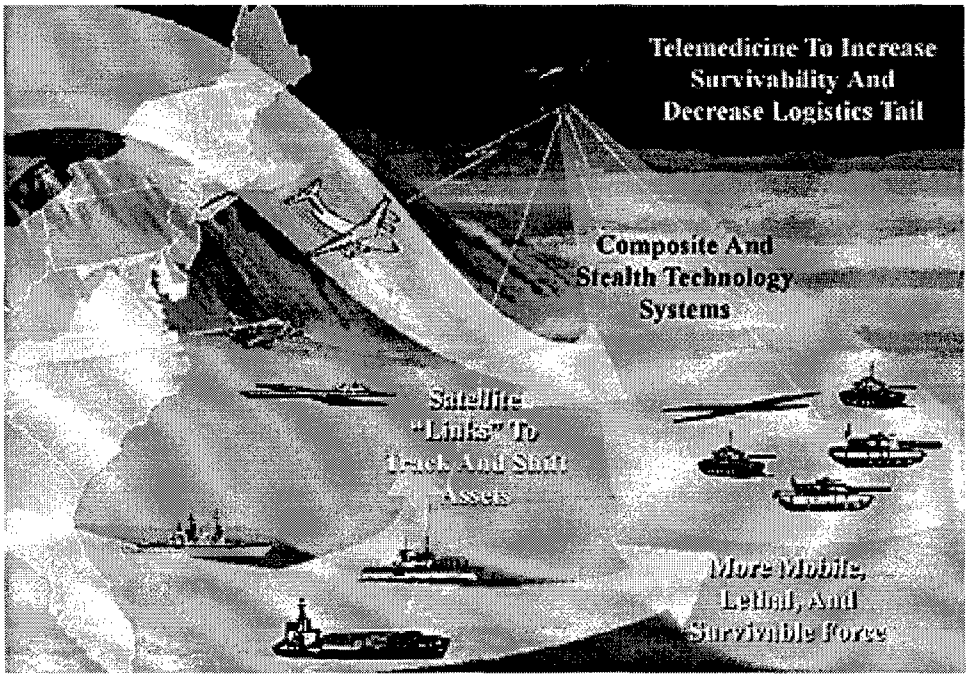
Clearly, focused logistics is the most applicable operational concept across the patterns of operation. No other concept is executable without focused logistics, yet focused logistics is an operation which could stand alone, particularly in humanitarian missions. Inasmuch as the Army is organized and equipped to sustain itself in long-term, austere operational environments, it is especially suited to react quickly when called upon to provide logistic support for both domestic and foreign natural or man-made disasters.

Enablers

- **Integrated Maneuver & Combat Service Support Systems Command & Control**
- **Total Asset Visibility**
- **Modular Organization**
- **Movement Tracking System**
- **Wireless Management Information Systems**

Technologies

- **Information Age Technologies for Inventory Control**
- **More Durable Materials**
- **Over-the-Air Software Diagnostics & Repair**
- **Automated Cross-Leveling and Rerouting**



Equally Applicable Across the Patterns of Operation

We must have information superiority: the capability to collect, process, and disseminate an uninterrupted flow of information while exploiting or denying an adversary's ability to do the same.

Information operations (IO) conducted to ***gain information dominance*** are essential to all the patterns of operation. They consist of both offensive and defensive efforts to create a disparity between what we know about our battlespace and operations within it and what the enemy knows about his battlespace. Army IO is conducted within the context of joint IO, including PSYOPS and deception campaigns to ensure the strategic, theater, and tactical efforts are synchronized and collaborative.

In the aggregate, IO technologies will assist in understanding the battlespace. High-speed processors will fuse information from multiple sources while rapid generation of high-fidelity databases will enable the commander to visualize current and future operations. Bandwidth on demand will facilitate common understanding at all echelons and new antenna configurations will allow dissemination of "real time" information on the move. At the same time, low probability of intercept/low probability of detection signature management will protect friendly information while directed and RF energy will disrupt and deny information to the enemy.

Concepts

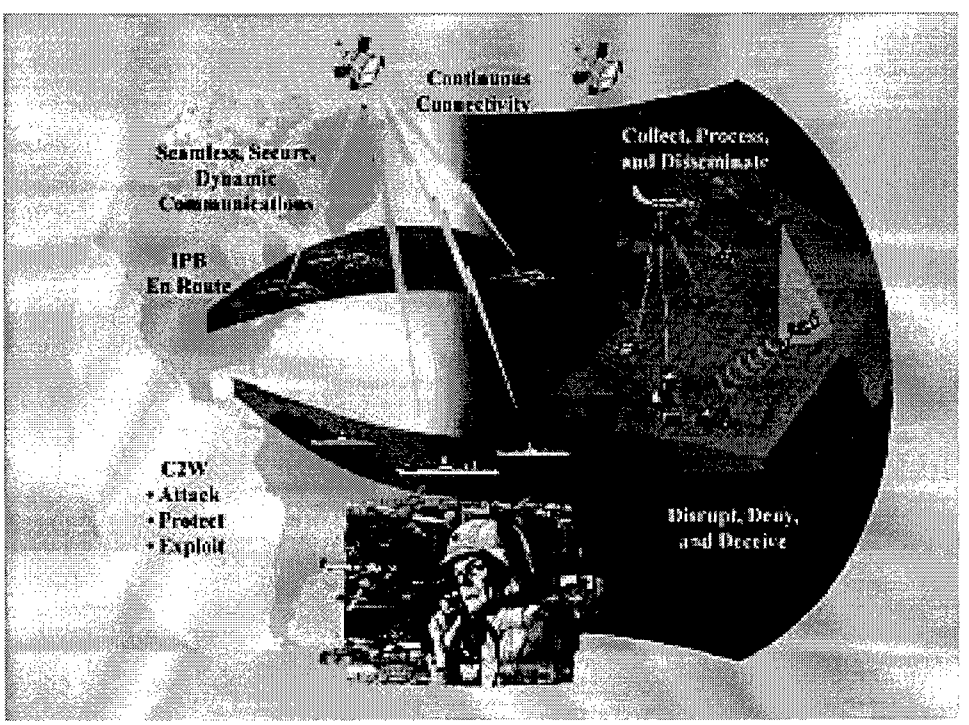
- **Seamless, Secure, Dynamic Communications**
- **Continuous Real Time IPB**
- **Disrupt Enemy Information Operations**
- **Protect & Conceal Friendly Information Operations**
- **Installations as C4I Platforms**

Enablers

- **Global Command & Control System (GCCS)**
- **Construct, Connect, and Manage the Information Battlespace**
- **Linked Strategic, Operational, and Tactical Sensors and C4I**
- **"Smart-Jamming"**
- **Sensor-Shooter Links**

Technologies

- **Wireless Communications**
- **Data Compression**
- **Advanced Network Technology**
- **Mobile, Very Small Satellite Transceivers**
- **Multilevel Security Devices**



Information Dominance—The Key Enabler in 21st Century Operations

CONCLUSION

In this unstable and turbulent world, the Army will continually be called upon to meet the Nation's needs: from responding to hurricanes, forest fires and other disasters; to internal security matters at Olympic and inaugural events; to humanitarian assistance; to shaping the future world environment through continuous contacts around the world; to peacekeeping; to nation building; and to conflict resolution. A versatile force is required to respond with little or no notice to this full spectrum of operations.

Army Vision 2010 foresees a capabilities-based Army with the proper mix of heavy, light, and Special Operations Forces (SOF) focused on the Euro-Middle East and Asian Arc regions of the world—a force trained, ready, and equipped to conduct full-spectrum operations, to do what needs to be done across the entire spectrum of crisis.

This versatile land force of the 21st Century must retain the quality soldiers that comprise the Army today and recruit equally competent, motivated soldiers to replace them in the future to achieve a full-spectrum capability. Quality soldiers are essential to the successful execution of the operational concepts of *Joint Vision 2010* as well as ***Army Vision 2010***.

America's Army is determined to meet the challenge. The Army in 2010 will be a Total Quality Force consisting of dedicated men and women, military and civilian, in both the active and reserve components. Along the way, we will team with private industry and the academic community at every opportunity as a means of assuring future vitality in the science and technology base, the industrial base, and the power projection base of our Army. The results of this eclectic effort will be a force of decision ***projected*** with lighter, more durable equipment to facilitate deployment and ***sustainability***. In the theater of operations, information age technologies will facilitate ***shaping the battlespace*** to set the conditions for ***decisive operations,*** resulting in the successful accomplishment of all missions. From deployment through operations, transition to peace and redeployment, the force will be ***protected*** by technically advanced, operationally simple sensors, processors, and warfighting systems to ensure freedom of strategic and operational maneuver.

Most importantly, the concepts, enablers, and technologies addressed in ***Army Vision 2010*** will empower soldiers—not replace them. The Army of today is the product of 220 years of evolutionary change in doctrine, training, and leader development programs. The Army of tomorrow will be borne of that same process—grounded in the values, traditions, and heritage that are uniquely American. We are committed to forging that Army—***to conduct prompt and sustained operations on land throughout the entire spectrum of crisis, AND to do what needs to be done as part of the joint warfighting team envisioned in Joint Vision 2010.*** Stability in the world is assured by the presence and influence of the United States Army—Yesterday, Today, and Tomorrow.